

# The Civil Service: A Bunch of Pros, Working for a Pro

"There are old bureaucrats, and there are bold bureaucrats, but there are no old, bold bureaucrats." (A State Department maxim, undoubtedly paraphrased from an early-aviation quip about pilots, and quoted by John D. Weaver in "The Great Experiment," Little, Brown and Company, Boston.)

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By ROBERT B. PHILLIPS

**L**AST YEAR 193,553 persons in the greater Washington area were at work for the federal government. Of these, 64,132 were civilian employees of the Department of Defense.

Where do they come from, what do they do, what are they paid and what do they think about themselves and their jobs?

Neither diligent research, nor statistical tables, nor interviews, "projections," "profiles" or "dialogues" (Federalese for talking to yourself) can come up with answers to these questions.

More easily identifiable are the general characteristics of the "groups"—the elite, or managers, usually in Civil

Service grades GS-14 up to GS-18 (the military counterpart being colonels and generals); • the political appointees; and • the great, faceless, faithful mass pushing to get on with the job, to move the cause forward.

**The Federals** in Washington, 193,553 of them, probably are more knowledgeable, both objectively and subjectively, than their colleagues of the same tribe scattered about in the 50 states or in foreign countries. By the same reasoning, a clerk in the home office of a large insurance company probably knows more about what's going on the company than a clerk in a field office of the same company in, say, Texas.

For Washington is the Home Office of the Civil Service. The Boss lives here, up at the White House, and he is heard from 499 times daily—and sometimes



PRESIDENT JOHNSON, who admires and relies on the "professional," the career Civil Service worker, for the necessary effort and experience to run the vast U. S. government, presents the President's Award for Distinguished Federal Civilian Service to Lyman B. Kirkpatrick, Jr., executive director-comptroller of the Central Intelligence Agency, in a ceremony at the White House.

even seems like every hour on the hour.

The Boss not only has firm idea about the way The Company should be run, he also has a professional's faith in the ability and acumen of other professionals. When he is looking for help, he usually looks around The Shop first. He may listen to outside advisers, value the solemn counsel of rich men, wise men, military men, even cultured men—and especially political men. But he expects the day-to-day work of the government to be moved forward by the men and women who learned their trade as he learned his, by experience, by finding out how to get the job of work that will make do in all seasons.

And, on the whole, he gets that kind of performance by the career workers of the government who, no matter what anyone says to the contrary, are the people



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